MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

DOB 5018 – ORGANISATIONAL BEHAVIOUR

(For Diploma students only)

6TH JUNE 2018
9:00 a.m. – 11:00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **12 pages** with 4 sections.
2. For Section A and B, shade your answer on the OMR sheet provided.
3. For Section C and D, write your answers on the answers on the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS.

Answers for this section should be shaded on the OMR form.

1) The three primary factors of behaviour in organisations refer to _____

   A. profit structure, organisational complexity, and job satisfaction.
   B. individuals, profit structure, and job satisfaction.
   C. individuals, groups, and job satisfaction.
   D. individuals, groups, and structure.

2) Robert is a graduate student helping to organise a study on job satisfaction. The study focuses on the causes of satisfaction or dissatisfaction on a job. His department is surveying 500 individuals in 250 different types of organisations. Robert is **MOST** likely a graduate student in the department of _____.

   A. psychology
   B. anthropology
   C. political science
   D. archaeology

3) Riz is a manager at a mid-sized consulting firm. He is responsible for motivating his employees to socialise and meet new clients. Which of the four managerial activities is Riz exhibiting?

   A. Traditional management.
   B. Communication.
   C. Human resource management.
   D. Networking.

4) According to the Myers-Briggs Type Indicator (MBTI) classification, _____ is refer to people that are practical and prefer routine and order.

   A. sensing
   B. introverted
   C. feeling
   D. perceiving

5) Which of the following refer to the process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment?

   A. Cognitive dissonance
   B. Environmental analysis
   C. Social verification
   D. Perception

Continued...

6) Henry is a very exciting person and most people want to be friends with him. Usually, Henry takes the lead within his circle of friends and seldom considers what others people want.

Base on the scenario above, Henry is **MOST** likely in which determinant in Dark Triad?

A. Machiavellianism.
B. Antisocial.
C. Avoidant.
D. Psychopathy.

7) _____ is the factors that operate to shape dissimilar perceptions even though two people see the same thing at the same time yet interpret it differently.

A. perceivers
B. target
C. timing
D. context

8) Which of the following is **NOT** the shortcuts that can be used to judge others people?

A. stereotyping
B. halo effect
C. contrast effect
D. self-serving bias

9) Which of the following is **NOT** the determinants in Attribution Theory?

A. Stereotyping.
B. Consistency.
C. Anchoring.
D. Rationality.

10) Which of the following is refer to the employees believe the organisation values their contribution and cares about their well-being?

A. Psychological empowerment
B. Employee engagement
C. Perceived organisational support
D. Organisational commitment

Continued...

11) Ramsey has been a forklift driver for the local grocery store for six years. He earns RM32,000 annual salary. He works with a nice crew and plays softball with his co-workers on the weekends. They also volunteer involving charity activies organised by his company during the holidays. Ramsey is highly satisfied with his job and working environment. Which of the following is the **MOST** probably cause of Ramsey's high job satisfaction?

A. Pay.
B. Promotion.
C. high stress.
D. social context.

12) _____ is a hygiene factor that propose in the two-factor theory of motivation.

A. Promotional opportunity
B. Quality of supervision
C. Achievement
D. Recognition

13) Intrinsic motivation contributes to the _____ of work; incentives contribute to the _____ of work.

A. outcome; quality
B. quality; quantity
C. quality; outcome
D. quantity; quality

14) What are the three needs concentrates in McCleland's theory?

A. Achievement, growth, and security.
B. Achievement, power, and affiliation.
C. Self-actualisation, stability, and affiliation.
D. Affiliation, control, and security.

15) Which of the following indicates how strongly peoples' reasons for pursuing goals are consistent with their interests and core values?

A. Selective perception.
B. Positivity offset.
C. Cognitive dissonance.
D. Self-concordance.

Continued...

16) Refer to job characteristic model, skill variety define as _____

A. the degree to which work activities generates direct and clear information about performance.
B. the degree to which a job provides the worker freedom in scheduling and procedure.
C. the degree to which a job has an impact on the lives or work of other people.
D. the degree to which a job requires a variety of different activities.

17) Anya is a graphic designer in a firm specialising in making logos for their clients. Last week, she got client specifications on how to make a new logo. She was able to create a prototype, and having got it initially reviewed by her immediate supervisor, she made changes until the client was satisfied with her final product. Based on this description, Anya's job is high in _____ and _____.

A. task significance; feedback
B. autonomy; skill variety
C. feedback; skill variety
D. task identity; feedback

18) The theory of job design suggests the employee _____ can be influenced by the way job are organised.

A. job satisfaction
B. effort
C. ethics
D. motivation

19) Engineers at Precision Technologies train workers on all the company's equipment so they can move around as needed in response to incoming orders. Based on this information, which of the following methods is **MOST** likely being used by Precision Technologies?

A. Job rotation.
B. Job enlargement.
C. Job enrichment.
D. Job sharing.

20) Job _____ refer to the degree to which the worker controls the planning, execution, and evaluation of the work.

A. sharing
B. enrichment
C. centralisation
D. enlargement

Continued...

21) _____ teams are an effective way to allow people from diverse areas within an organisation to exchange information, develop new ideas and solve problems, as well as coordinate complex projects.

A. Self-managed
B. Problem-solving
C. Cross-functional
D. Virtual

22) Ahmad, your director of manufacturing, has created a team of ten employees from quality control. Ahmad gives the team members the responsibility of planning and scheduling their own work, and making operating decisions. Also, members of this team evaluate each other's performance.

The scenario above is an example of a _____ team.

A. problem-solving
B. self-managed
C. cross-functional
D. virtual

23) With refgard to the team effectiveness model, which of the following is one of the key components of an effective team, included under the category of contextual factors?

A. Team efficacy.
B. Climate of trust.
C. Common purpose.
D. Social loafing.

24) Which of the following terms indicates the degree to which members of a work department share a common attribute, such as age, sex, race, or educational level?

A. Demographic environment.
B. Employee mobility.
C. Organisational demography.
D. Population dynamics.

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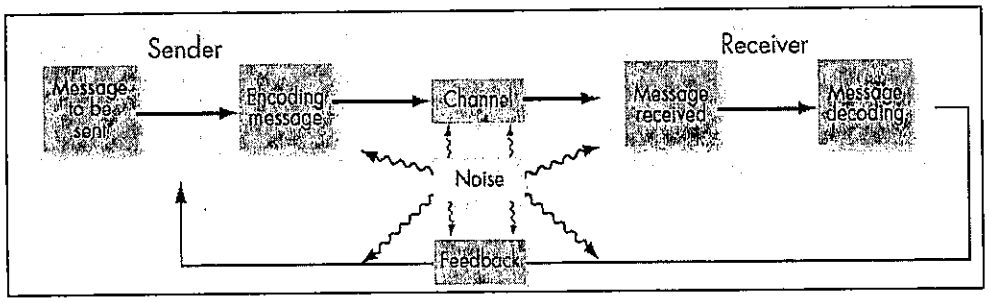

Figure 1

25) With reference to the communication process in Figure 1, when a sender speaks, the speech is the _____.

A. channel
B. filter
C. message
D. noise

26) With reference to the communication process in Figure 1, the _____ is the medium through which the message travels.

A. feedback
B. noise
C. encoder
D. channel

27) Which of the following types of small-group communication networks should be used if high member satisfaction is preferred?

A. Star network.
B. Wheel network.
C. Mesh network.
D. All-channel network.

28) There are many important traits that a leader should possess in order to become effective. According to the Big Five Personality Traits, which trait is the **MOST** important trait in effective leaders?

A. Conscientiousness.
B. Openness.
C. Extraversion.
D. Agreeableness.

Continued...

29) Effective group performance depends on the right match between a leader's styles and the degree to which the situations give control to the leader. This theory is referring to which model?

A. Leader-member exchange model.
B. Fiedler's contingency model.
C. Hersey and Blanchard's situational leadership model.
D. Vroom and Yetton's leader-participation model.

30) Servant leader is characterised as which of the following?

A. One who uses power to achieve ends.
B. One who focuses on self-interest.
C. One who gives orders to followers.
D. One who serves the needs of others.

31) Power tactics can be defined as _____.

A. approaches for influencing goal setting
B. techniques for translating power bases into specific action
C. strategies for gathering and maintaining support
D. characteristics of organisational structure

32) Political behaviours typically _____.

A. lie outside of an individual's specified job requirements
B. are counter-productive to individual goals
C. are seen only in large organisations
D. are frowned upon by organisational leaders

33) Maria's immediate supervisor is a very pleasant person. She is helpful in solving Maria's problems and also in giving her valuable advice.Maria admires her supervisor and hope to become like her.

The power that the supervisor has possessed over Maria is known as _____ power.

A. coercive
B. expert
C. reward
D. referent

Continued...

34) In line with the traditional view of conflict, conflict is defined as _____.

A. harmful
B. natural
C. necessary
D. healthy

35) _____ is explained as one person seeking to satisfy his or her own interests regardless of the impact on the other parties to the conflict.

A. Competing.
B. Avoiding.
C. Accommodating.
D. Compromising.

36) _____ bargaining are the two general approaches to bargaining.

A. emotional and rational
B. affective and reflective
C. distributive and integrative
D. formal and informal

37) _____ is an example of an organisational source of resistance to change.

A. Limited focus of change.
B. Security.
C. Fear of the unknown.
D. Selective information processing.

38) Kotter's has identified the eight-step plan for implementing change. Which of the following is the first step?

A. Create a new vision to direct the change and strategies for achieving the vision.
B. Establish a sense of urgency by creating a compelling reason for why change is needed.
C. Plan for, create, and reward short-term "wins" that move the organisation toward the new vision.
D. Form a coalition with enough power to lead the change.

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39) _____ refers to the organizational development techniques that involves changing groups' attitudes, stereotypes, and perceptions about each other

A. Survey feedback.
B. Process consultation.
C. Team building.
D. Intergroup development.

40) _____ is **NOT** attributed to idea champions.

A. High self-confidence.
B. High persistence.
C. High resistance.
D. High energy.

[TOTAL 40 MARKS]

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SECTION B: TRUE/FALSE QUESTIONS.

Answers for this section should be shaded on the OMR form. Mark "A" for the TRUE statement and "B" for the FALSE statement.

41) Psychology is focus to the group while sociology is focus to the individual.

42) When we make judgments about the behaviour of other people, we tend to overestimate the influence of external factors and underestimate the influence of internal or personal factors.

43) Contrast effect is a general impression about an individual based on a single characteristic, such as intelligence, sociability, or appearance.

44) The rational decision-making model takes into consideration all the information pertaining to the problem might be available to the decision maker.

45) People who pursue goals for extrinsic reasons are more likely to attain their goals and are happy even if they do not.

46) An informal communication network in an organisation is typically called the free acting system.

47) Barriers of receiving the complete message can be due to information overload.

48) According to behavioural studies, people can be trained to be leaders.

49) Organisations can go bankrupt if they experience inability to change in accordance with the market trends.

50) Hindrance stress improves job performance in a supportive work environment, whereas challenge stress reduces job performance in all work environments.

[TOTAL 10 MARKS]

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SECTION C: FILL IN THE BLANK QUESTIONS.

Please refer to the table below, fill in the blanks with the most appropriate answer. Answers should be written on the answer booklet provided.

Performance-reward	Work team	Emotional stability	Randomness	Personal
Intragroup	Ethical dilemma	Ingratiation	Functional	Narcissism

51) _____refers to situations where an individual is required to define right and wrong conduct.

52) _____ error is the tendency to believe that the manager has some control over the situations and he can predict the outcome of random events.

53) People with positive _____ tend to be calm, self-confident, and secure.

54) In Expectancy theory, the_____ relationship tends to be weak, if pay based on seniority rather than performance.

55) _____refers to person with a grandiose view of self, requires excessive admiration, has a sense of self-entitlement, and is arrogant.

56) A _____generates positive synergy through coordinated effort. Their individual efforts result in a level of performance that is greater than the sum of those individual inputs.

57) The two general groupings of power are _____ and formal.

58) The power tactic of using flattery and creating goodwill before making a request is known as _____.

59) Conflict is encouraged to prevent group from becoming stale. _____ conflict can help to improve group performance.

60) Conflict that occurs within a group or team is known as _____ conflict.

[TOTAL 10 MARKS]

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SECTION D: STRUCTURED QUESTIONS.

Answer ALL questions. Answers should be written on the answer booklet provided.

QUESTION 1

(a) In an organisation communication flows in three different directions. List and explain the **THREE (3)** directions of communication within an organisation. (6 marks)

(b) Provide any **TWO (2)** advantages and any **TWO (2)** disadvantages of written communication. (4 marks)

[TOTAL: 10 MARKS]

QUESTION 2

(a) Define "*leadership*". (2 marks)

(b) Explain the difference between "*leaders*" and "*managers*". (4 marks)

(c) Identify and explain the **TWO (2)** dimensions of leadership described in the Ohio State Studies. (4 marks)

[TOTAL: 10 MARKS]

QUESTION 3

(a) According to the equity theory, what are the **SIX (6)** choices that an employee can implement if he/she perceived inequity? (6 marks)

(b) According to self-efficacy theory, an individual's belief that he/she is capable of performing a task. Explain any of **TWO (2)** factors that will increase the self-efficacy. (4 marks)

[TOTAL: 10 MARKS]

QUESTION 4

(a) Describe the **THREE (3)** alternative work arrangements that can motivate employees. (6 marks)

(b) Briefly explain the **TWO (2)** types of employee involvement to increase their commitment towards organisation's success. (4 marks)

[TOTAL: 10 MARKS]

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